

STRATEGIC PLAN

KEY INDICATORS REFERENCE

Fourth Edition, 2020-2030



South Carolina
Forestry Commission

KEY INDICATORS

The purpose of this reference document is to communicate to employees and stakeholders details about key indicators. It is important to note that this instrument is a living document and will be continually edited and updated; any modifications to indicators, calculations, data sources and indices will be recorded in successive editions of this document as circumstances warrant.

Key indicators are a new addition to the Forestry Commission's Strategic Plan. These were added to measure performance and track progress toward goals and strategies identified in the plan. Key indicators within this plan can be broken up into two general types: Key Performance Indicators and Performance Index Measures.

Key Performance Indicators (KPI) are quantifiable measures used to evaluate the success of an organization, employee, etc. in meeting objectives for performance. For the purposes of this discussion KPIs reference stand-alone performance measures.

Performance Index Measures Explained

A performance index is a special kind of measure that combines several KPIs into one composite measure to aid in the analysis of overall performance. They are commonly used when a single measure isn't meaningful by itself or doesn't provide a complete picture of performance. Typically a performance index offers at a glance insight into intended results but allow for more in-depth analysis of individual components, KPIs or smaller indices, when needed. Examples of commonly used performance indices include: Exam Scores, Consumer Price Index, Credit Score, S&P 500, Body Mass Index, Fitness "scores" like Fitbit Cardio Score, NFL Football Power Index, etc.

Why is the SCFC using performance indices for Strategic Plan?

Performance indices can summarize complex situations with a single number that makes it easier to benchmark performance and document change. The SCFC reports lots of individual metrics, but few of these metrics are meaningful by themselves or give a good picture of performance when looked at in isolation. By combining these measures into an index we can better communicate performance using a dashboard approach and drive improvements.

Below is a list of performance indices used in this Strategic Plan:

Goal 1 – Enhance Public Benefits from Trees & Forests

- Forest Ecosystem Benefits Index
- Forest Markets Development Index
- Tree Improvement Index
- Community Forestry Index

Goal 2 – Protect Forests from Harm

- Readiness Index
- Wildfire Prevention Index
- Forest Health Index

Goal 3 – Conserve Working Forests

- Landowner Assistance Index
- Landowner Services Index
- Prescribed Fire Effort Index
- Public Lands Management Index

Goal 4 – Raise Awareness about Our Forests

- Landowner Awareness Index
- Outreach Effort Index
- Website Analytics
- Social Media Analytics

Goal 5 – Strengthen the Commission for the Future

- Safety Index
- Employee Engagement Index

Key Indicators for Goal 1 - Enhance Public Benefits from Trees & Forests

Announced capital investment in forestry

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| Meaningful use of measure: | Stand-alone measure. Announced capital investment is a metric typically reported by the economic development community. It allows us to track the growth of forestry investment over time. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives. |
| Calculation Method: | Sum of capital investments announced |
| Data Source and Availability: | SCFC and SC Department of Commerce (SCDOC) Records, monthly |

Announced new job creation in forestry

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| Meaningful use of measure: | Stand-alone measure. Announced new jobs is a metric typically reported by the economic development community. It allows us to track the growth of forestry employment over time. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives. |
| Calculation Method: | Sum of new jobs announced |
| Data Source and Availability: | SCFC and SCDOC Records, monthly |

Timber products output

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| Meaningful use of measure: | Stand-alone measure. Industrial timber production as measured by the Timber Products Output (TPO) mill survey is the best measure of the health and growth of our forest industry by major product category. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives. |
| Calculation Method: | Data derived from TPO survey |
| Data Source and Availability: | US Forest Service Timber Products Output Program, annually |

Forest ecosystem benefits index

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| Meaningful use of measure: | Composite measure that quantifies efforts to maintain or increase ecosystem services provided by forests. |
| Component KPIs: | <i>Percent BMP compliance rate from Courtesy Exams, percent BMP compliance rate from BMP Monitoring, number of BMP Courtesy Exam and BMP monitoring site visits, contact hours of BMP/ TOP programs delivered, number of active ecosystem service projects, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Forest markets development index

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| Meaningful use of measure: | Composite measure that quantifies key agency efforts to retain and grow markets for forest products. |
| Component KPIs: | <i>Number of agency-led trade events, percent of Forest Inventory and Analysis (FIA) plots completed based on annual goal, FIA QA/QC program score, number of active economic development projects, number of business assists, number of market-related publications, percent of TPO surveys completed, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Tree improvement index

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| Meaningful use of measure: | Composite measure that quantifies agency efforts to improve the health and productive capacity of planted timberlands. |
| Component KPIs: | <i>Nursery and Tree Improvement total revenue, bushels of improved cones harvested, percent of seedling quota sold annually, PRS composite score of seed sold, number of active progeny tests.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Community forestry index

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| Meaningful use of measure: | Composite measure that quantifies agency effort to engage communities to sustain and grow healthy forests. |
| Component KPIs: | <i>Number of people served, number of annual Tree City USA designations, contact hours delivered urban forestry topics, contact hours delivered specific to community and county planning</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Key Indicators for Goal 2 - Protect Forests From Harm

Average wildfire response time

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| Meaningful use of measure: | Stand-alone metric that quantifies the total time needed for agency firefighters to arrive at scene of wildfire. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives. |
| Calculation Method: | Response time is calculated as the time elapsed, in minutes, between initial report of wildfire and arrival of first initial attack tractor-plow unit. The number of minutes is averaged for all wildfires reported. |
| Data Source and Availability: | Agency dispatch records, monthly. |

Turnout time attainment

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| Meaningful use of measure: | Stand-alone metric that quantifies how responsive our firefighting organization is to wildfire dispatches. Measured as the percentage of wildfire dispatches where turnout time meets targets based on firefighter status (on call or on duty). |
| Calculation Method: | Turnout time is the time elapsed, in minutes, from the time the call for service is dispatched and the time that firefighter leaves workstation en route to wildfire. Percent attainment is calculated by dividing the number of dispatches where turnout time meet targets based on firefighter status (on-call or on-duty) by the total number of dispatches. |
| Data Source and Availability: | Agency dispatch records, monthly |

Readiness index

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| Meaningful use of measure: | Composite measure that quantifies the agency's capacity to provide effective response to wildfires and other disasters. |
| Component KPIs: | Percent frontline firefighting dozers within 15-yr service life, percent of frontline dozers with enclosed cabs, percent downtime for firefighting units, percent of firefighting units exercised per standard, percent frontline firefighter positions filled, percent employees meeting fireline qualifications, percent of fireline employees passing moderate or arduous physical fitness test annually, dollar value of grants and equipment provide fire departments, contact hours training provided to cooperators, etc. |
| Calculation Method: | |
| Data Source and Availability: | |

Wildfire prevention index

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| Meaningful use of measure: | Composite measure that quantifies agency efforts to reduce wildfire risks for forests and communities. |
| Component KPIs: | <i>Number of new/revised Community Wildfire Protection Plans, number of new Community Assessments, number of miles of fireline installed by SCFC, acres of fuel mitigation treatments in priority areas, number of burn site inspections, ratio of prosecutions to violations, percent of burn notifications deterred by MVP on high fire danger days, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Forest health prevention index

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| Meaningful use of measure: | Composite measure that quantifies agency efforts to prevent and reduce damage from insects, diseases, invasive species, and other threats to forest health. |
| Component KPIs: | <i>Acres treated by SPB program, acres of technical assistance for annosum, number of I&D field checks, square miles of aerial surveys conducted, contact hours of I&D training or programs delivered, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Key Indicators for Goal 3 - Conserve Working Forests

Number of landowners assisted

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| Meaningful use of measure: | Stand-alone measure. The number of landowners assisted is directly correlated to the economic impact of private land management in SC. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives. |
| Calculation Method: | Total number of individual/unique forest landowners who receive assistance documented by a case file or other written record. A landowner is recorded only once during a fiscal year regardless of the number of times assisted. |
| Data Source and Availability: | SCFC 3209-1 database, monthly |

Landowner satisfaction

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| Meaningful use of measure: | Stand-alone measure. Measuring customer satisfaction provides an indication of how well the agency is meeting its customers' expectations and allows SCFC to improve its quality of service. |
| Calculation Method: | Average of all SCFC customer satisfaction survey responses from recipients of RFA and Stewardship plans, forestry services, and cost-share assistance. |
| Data Source and Availability: | SCFC Survey, Daily |

Percentage of plans implemented in priority areas

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| Meaningful use of measure: | Stand-alone measure that quantifies the implementation of Forest Stewardship Plans within priority areas defined by the Forest Action Plan. |
| Calculation Method: | Annually a random sample of properties with current Forest Stewardship Plans is monitored for implementation. The percentage of plans and acres being implemented within priority areas will be calculated and then applied to the current number of stewardship plans and acres. |
| Data Source and Availability: | SCFC Forest Stewardship database, annually |

Landowner assistance index

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| Meaningful use of measure: | Composite measure that quantifies agency technical assistance efforts which promote the sustainable and active management of family owned forestlands. |
| Component KPIs: | <i>Number of new or revised Forest Stewardship Plans in priority areas, acres of Forest Stewardship Plans in priority areas, number of new Forest Stewards recognized, number of Rural Forestry Assessment (RFA) plans, acres of RFA plans, number of cost-share exams, acres of cost-share exams, number of follow-ups, number of Tree Farm inspections, acres of Tree Farm inspections, Forest Renewal Program (FRP) cost-share metrics, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | Stewardship database, 3209 database, FRP database; daily |

Landowner services index

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| Meaningful use of measure: | Composite measure that quantifies agency service for fee efforts which promote the sustainable and active management of family owned forestlands. |
| Component KPIs: | <i>Percent service contracts completed, acres prescribed burned under service contracts, acres of standby service delivered, miles of firebreaks installed, number of water bars constructed, and total revenue from service activities.</i> |
| Calculation Method: | <i>Individual KPIs are classified using a 10 point scale and a weighted average calculated to generate the composite index score.</i> |
| Data Source and Availability: | SCFC internal reports, quarterly |

Prescribed fire effort index

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| Meaningful use of measure: | Composite measure that quantifies agency efforts to increase the responsible use of prescribed fire. |
| Component KPIs: | <i>Total acres prescribed burned by all sources, percent of prescribed burns acres conducted by Certified Prescribed Fire Managers (CPFM), acres prescribed burned by SCFC under service contracts, acres prescribed burned on State Forests, percent of SCFC prescribed burn contract acres completed, acres of standby service delivered, contact hours of CPFM training provided, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | SCFC internal reports, quarterly |

Public lands management index

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| Meaningful use of measure: | Composite measure that quantifies agency efforts to demonstrate active management on State Forests and engage other public land owners in active sustainable management. |
| Component KPIs: | <i>STATE FORESTS - percent of planned harvest acres completed, percent of planned prescribed burns completed, percent of projected timber sale revenue attained, percent of projected net revenue attained, total value of recreation permit sales, number of active research projects and demonstration sites</i> <i>OTHER PUBLIC LANDS - acres harvested with SCFC assistance, acres reforested with SCFC assistance, acres prescribed burned with SCFC assistance, percent of requests/contracts completed, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Number of land acquisitions projects evaluated

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| Meaningful use of measure: | Stand-alone measure that quantifies the agency efforts to seek opportunities to acquire land to grow the State Forest system. |
| Calculation Method: | Sum of active projects |
| Data Source and Availability: | |

Key Indicators for Goal 4 - Raise Awareness About Our Forests

Forest Inventory & Analysis (FIA) progress

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| Meaningful use of measure: | Stand-alone measure, Forest Inventory & Analysis plot production records allow us to determine whether we've met our goal of measuring 20% (1 panel) of SC's total plots per year. This is SC's only forest census |
| Calculation Method: | Sum of FIA plots completed divided by the total annual target. |
| Data Source and Availability: | USDA Forest Service FIA program, monthly |

Forest Inventory & Analysis (FIA) accuracy scores

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| Meaningful use of measure: | Stand-alone metric, the Forest Inventory & Analysis' accuracy scores quantify the reliability of forest resource estimates. |
| Calculation Method: | Weighted average of individual QA/QC scores as reported by USDA Forest Service FIA. |
| Data Source and Availability: | USDA Forest Service FIA program, annually |

Landowner awareness index

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| Meaningful use of measure: | Composite measure that leverages National Woodlands Owner Survey (NWOS), and other such surveys, to quantify the agency's reach and engagement among family forest landowners. |
| Component KPIs: | <i>Intensify NWOS to increase sample size and add SCFC specific questions.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Outreach effort index

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| Meaningful use of measure: | Composite measure that quantifies agency efforts to increase public knowledge of the benefits of forests and forest management. |
| Component KPIs: | <i>Percent improvement in test scores from pre-test to post-test for Wood Magic participants, number of non-PLT forestry/conservation program participants reached by SCFC, number of active certified PLT facilitators, number of PLT program participants reached through workshops, number of publications produced, number of internal communication assists, number of external communication assists, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Website analytics

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| Meaningful use of measure: | Composite measure that quantifies the level of engagement the agency has with the public via the SCFC website. |
| Component KPIs: | <i>GOOGLE ANALYTICS - number of website hits, top 10 page views, acquisition rate, navigation summary, landing page report, session duration, bounce rate, etc.</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Social media analytics

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| Meaningful use of measure: | Composite measure that quantifies the level of engagement the agency has with the public via its social media channels. |
| Component KPIs: | <i>FACEBOOK - number of posts, page likes, page follows, post reach, post engagement, messenger response rate, page views TWITTER - follows, likes, retweets, impressions, engagements YOUTUBE - subscribers, number of new videos, views, likes</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Key Indicators for Goal 5 - Strengthen the Commission for the Future

Safety index

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| Meaningful use of measure: | Composite measure that quantifies the efficacy of agency efforts to prioritize safety. |
| Component KPIs: | <i>Number of work accidents, number of job related injuries, number of lost-time incidents, percent of employees current on safety training, number of near-miss accidents, number of new safety mitigations implemented</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Employee engagement index

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| Meaningful use of measure: | Composite measure that quantifies the efficacy of agency efforts to maintain a skilled, productive and engaged workforce while providing insight into employee turnover, recruitment and retention opportunities. |
| Component KPIs: | <i>Triennial Employee Engagement Survey response composite score, biannual Employee Engagement pulse check composite score, percent internal promotion rate, percent turnover rate by job classification, voluntary termination rate, and involuntary termination rate</i> |
| Calculation Method: | |
| Data Source and Availability: | |

Overall turnover rate

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| Meaningful use of measure: | Stand-alone measure that quantifies employee attrition over time and provides insight into employee retention and recruitment efforts. |
| Calculation Method: | Number of separations during a month divided by the average number of employees, multiplied by 100. |
| Data Source and Availability: | PEBA database; SCEIS; personnel files, monthly |

Percent of technology spending to run and transform the agency

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| Meaningful use of measure: | Stand-alone measure that promotes an understanding of how agency IT budgets are being invested against business objectives (i.e. running agency's day-to-day functions vs transforming the agency through innovation) and provides benchmark to adjust focus as necessary. |
| Calculation Method: | Divide IT spending to run agency's day-to-day functions by the total agency IT spending to determine the percentage to run. Divide IT spending on transformative projects by the total agency IT spending to determine the percentage allocated to transform. |
| Data Source and Availability: | |

Number of qualified candidates per forestry job posting

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| Meaningful use of measure: | Stand-alone measure of how many qualified candidates respond to open forestry positions and provides a benchmark for agency efforts to promote careers in forestry. |
| Calculation Method: | The sum of the number of qualified candidates screened for forestry positions divided by the total number of forestry positions posted. |
| Data Source and Availability: | Human resources reports, monthly |